

# **WILLIAM H. MURPHY, PhD<sup>1</sup>**

## **Associate Professor**

**Department of Management and Marketing**

**University of Saskatchewan**

25 Campus Dr

Saskatoon, SK S7N 5A7 Canada

306.966.2769



Email: [wmurphy@edwards.usask.ca](mailto:wmurphy@edwards.usask.ca)

[www.williamhmurphy.com](http://www.williamhmurphy.com)

(pdfs publications, teaching evaluations for undergrad, MBA, and Exec. Ed., televised round table discussions, professional activities, resources for students and professionals)

## **Scholar, C.E.I.B.S.; Jiaotong University, Mingang, Shanghai, P.R.C.<sup>2</sup>**

Conduct Sales Management and Key Account Management open programs for CEIBS in Beijing, Shanghai, Shenzhen. Activities also include developing and conducting company-specific programs with management groups across numerous industries. Actively leveraging closeness to executives to develop research projects on sales and distribution practices in China.

Consistently rated 4.2+ across all five point evaluation metrics in all programs.

## **Prior Academic Employment**

### **Senior Lecturer; University of Wisconsin-Madison, Madison, WI**

High teaching performance across Business 300 (250+ students, Intro to Marketing), Business 460 (Marketing Strategy), Business 620 (Sales Management), and Business 700 (graduate level Marketing Management course). Effective teaching in Executive Education (Brand Building in E-Commerce; Sales Management; Pricing Concepts; Marketing for Nonmarketing Executives; Doing Business in China). Active research program. Ongoing off-shore programs and research in China. Developed and guided Evening MBA China Trips.

**Received Favorite Instructor Award; Dean's Academic Staff Excellence in Teaching Award; MKT Professor of the Year Award.**

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<sup>1</sup> Vitae Updated January 2023

<sup>2</sup> *Financial Times* ranks CEIBS' (China Europe International Business School's) Executive Education Program as one of the world's best in both open and custom programs. CEIBS' Executive Education Program is Asia's highest rated international, non-degree executive education program. **Pandemic led to cancellation of engagements.**

## **Assistant Professor; Babson College, Babson Park, MA**

Primarily using case method, taught undergraduate and graduate courses including Sales Management, Marketing Management, Marketing Strategy. Consistently rated highly by students. MCFE mentor; oversaw graduate student company-projects (Lotus, Ethnic Gourmet Foods, Inc.). Ad hoc teaching in executive education (Hartford Insurance: Vice President Program).

## **Senior Lecturer; University of Auckland, Auckland New Zealand**

Taught Strategic Marketing Management in Diploma in Business program (mid-management level graduate program). Involved in developing distance learning program that included decisions regarding all program materials and televised programming (televised segments included round table forums with executives in banking and with McDonald's Managing Director and core team for New Zealand). Conducted research with executives in both New Zealand and Australia.

## **Teaching Interests**

Marketing Strategy, Services Marketing, Sales Management, Personal Selling, International Business, Strengths include extensive teaching at MBA, mid-management open programs in executive education, and in-house executive education programs.

A return to teaching Sales Management in Fall 2016 (after an 8 year hiatus due to accepting other teaching responsibilities), was received with evaluations including Learning/Academic value 4.4/5, 4.34/5; Instructor Enthusiasm 4.5/5, 4.7/5; Lecturer Rating 4.4/5, 4.1/5, among other above-the-norm ratings. While developing the course to bring real-time experientials to the class I regularly develop topical cases based on engagements with sales forces from numerous companies.<sup>3</sup>

## **Teaching Awards**

- 2010/11 ***MBA Student Society Professor of the Year Award;*** Edwards School of Business, University of Saskatchewan
- 2009/10 ***MBA Student Society Professor of the Year Award;*** Edwards School of Business, University of Saskatchewan
- 2005/06 ***Favorite Instructor Award;*** School of Business, University of Wisconsin - Madison
- 2004/05 ***Dean's Academic Staff Excellence in Teaching Award;*** School of Business, University of Wisconsin - Madison

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<sup>3</sup> Case studies developed for class include: Creative Pricing Tactics in a Tight Margin Environment  
Meet the Real World: Salespeople Coping when Confronted by Understandable Customer Grievances;  
Compensation Challenges: Motivating Salespeople using Incentive Payouts; WABC Radio Station – Using sales contests to motivate a sales force.

2001/02 **MKT (Mu Kappa Tau) Professor of the Year Award;** School of Business,  
University of Wisconsin - Madison

## **Research Interests**

*Sales Management/Key Account Management:* Especially B2B markets. Current projects include developing case studies using past clients and interviews, examining sales manager favoritism effects on salespeople, transformational sales manager behaviors, and the dark side of salespeople using new technologies.

*International:* China is my primary country of focus. Work focuses on key account management (KAM) while contrasting strategies of Western and Chinese firms.

*Supply Chain/Relationship Management:* Work involves examining power-based behaviors between supply chain partners, including the implications for engagement due to differing national and organizational cultures.

*Quality Management:* My ongoing interest in QM has led to articles in academic and trade journals. Recent projects use dynamic capabilities and stakeholder theory to examine the sensing, seizing, and transforming activities of Baldrige Quality in Health Care Category Award Winners (Hospitals) to identify best practices for superior health care.

## **Work In Process/Under Review**

Murphy, William H., and Ning Li (202X), "Factors Influencing a Supplier's Ability to Develop Innovative Solutions for Serving Key Accounts," Preparing for submission to *Journal of Business & Industrial Marketing Management*.

Murphy, William H. (202X), "Handling the Unexpected While Striving for a Total Quality Supply Chain: An SME in Action," A multiple part case study being prepared for Ivey Business School Case Studies, London, Ontario. Taught the case in two MBA classes, modifying case and developing teaching notes based on feedback.

## **Refereed Publications**

Salari, Toktam & William H. Murphy (2022), "Light at the End of a Very Dark Tunnel: An examination of the Survival and Recovery Strategies of Iranian tourist accommodation businesses during the Covid-19 Pandemic," *Tourism and Hospitality Research*, 14673584221095176

Li, N., & W. H. Murphy (2021), "Making Better Foreign Friendships: The Effects of Increased Culturally Diversity in Alliance Portfolios and Portfolio Configuration Decisions on Firm Performance," *Journal of Business and Industrial Marketing*, 37 (1), 65 – 77..

- Murphy, W. H. & G. Wilson (2021), "Dynamic Capabilities and Stakeholder Theory Explanation of Superior Performance Among Award-Winning Hospitals," *International Journal of Healthcare Management*, 15 (3), 211 – 219. DOI: [10.1080/20479700.2020.1870356](https://doi.org/10.1080/20479700.2020.1870356).
- Farrag, D. A. R., Murphy, W. H., & Hassan, M. (2020), "Influence of category attitudes on the relationship between SERVQUAL and satisfaction in Islamic banks; the role of disruptive societal-level events," *Journal of Islamic Marketing*. ISSN: 1759-0833.
- Gao, R. (Chuang Rang), W. H. Murphy, & R. Anderson (2020), "Transformational Leadership Effects on Salespeople's Attitudes, Striving, and Performance," *Journal of Business Research*, 110, 237-245.
- Murphy, W. H., I. Golgeci, & D. A. Johnston (2019), "Power-based behaviors between supply chain partners of diverse national and organizational cultures: The crucial role of boundary spanners' cultural intelligence on choosing superior behaviors," *Journal of Business and Industrial Marketing*, 35 (2), 204 – 218.
- Ning Li and William H. Murphy (2018), "Religious Affiliation, Religiosity, and Academic Performance of University Students: Campus Life Implications for U.S. Universities," *Religion & Education*, 45 (1), 1-22, DOI: 10.1080/15507394.2017.1398561.
- Gölgeci, Ismail, William H. Murphy, and David A. Johnston (2017), "Power-based behaviors in supply chains and their effects on relational satisfaction: A fresh perspective and directions for research." *European Management Journal*, 36 (2), 278 – 287.
- Murphy, William H., and Denis Leonard (2016), "Quality management (QM) Leads to Healthier Small Businesses," *Journal of Small Business and Enterprise Development*, 23, 4, 1104 – 1119.<sup>4</sup>
- Murphy, William H. (2016), "Small and Mid-Sized Enterprises (SMEs) Quality Management (QM) Research (1990–2014): A Revealing Look at QM's Vital Role in Making SMEs Stronger," *Journal of Small Business & Entrepreneurship*, 28:5, 345-360; |DOI: 10.1080/08276331.2016.1166554
- Murphy, William H., and Ning Li (2015), "Government, company, and dyadic factors affecting key account management performance in China: Propositions to provoke research." *Industrial Marketing Management*, 51, 115-121.
- Murphy, William H., and Ning Li (2015), "Key Account Management in China: Insights from a Chinese Supplier," *Journal of Business Research*, 68, 6, 1234 – 1241.
- Li, Ning, and William H. Murphy (2013), "Consumer' Alliance Encounter Satisfaction, Attributions, and Behavioral Intentions," *Journal of Consumer Marketing*, 30, 6, 517 – 529.
- Li, Ning, and William H. Murphy (2013) "Prior Consumer Satisfaction and Alliance Encounter Satisfaction Attributions," *Journal of Consumer Marketing*, 30, 4, 371 - 381.

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<sup>4</sup> Since Q4 2016 publication, this paper has been downloaded over 3,650 times and discussed at length in the official Baldrige blog of the [National Institute of Standards and Technology](https://www.nist.gov) and in an online forum by a [Harvard scribe](#).

- Murphy, William H. and Ning Li (2012), "A Multi-Nation Study of Sales Manager Effectiveness with Global Implications," *Industrial Marketing Management* (41, 7, 1152 - 1163).
- Murphy, William H. and Monica Popa (2012), "To Recall or Not To Recall a Flawed Product: Corporate Responses and Consumer Perceptions of Toy Recalls," *Psychology Research*, 2, 6 (June), 325 - 335.
- Li, Ning and William H. Murphy (2012), "A Three Country Study of Unethical Sales Behaviors," *Journal of Business Ethics*, 111, 2, 219 – 235.
- Murphy, William H. (2010), "An Inside Look at how Target Ensures Quality in a Complex Supply Chain," Feature article in *Quality Progress*, June, 22 - 29.
- Murphy, William H. and Denis Leonard (2009), "Quality Management: A Fixture or a Vital Process?," *Strategic Change*, 18, 5-6 (August), 209-220.
- Bourassa, Maureen and William H. Murphy, (2009), "Hollander's Sales Devices Throughout the Ages, From 2500 B.C. to 1953 A.D.," *Journal of Historical Research in Marketing*, 1,1 (March), 171 – 177.
- Murphy, William H. and Peter Dacin (2009), "Sales Contest Research: Business and Individual Difference Factors Affecting Intentions to Pursue Contest Goals," *Industrial Marketing Management*, 38, 1 (January), 109-118.
- Murphy, William H., Peter Dacin, and Neil Ford, (2004) "Sales contest effectiveness: an examination of sales contest design preferences of field sales forces," *Journal of the Academy of Marketing Science*, 32, 2 (Spring), 127-143.
- Murphy, William H. (2004), "In Pursuit of Short-Term Goals: Anticipating the Unintended Consequences of Using Special Incentives to Motivate the Sales Force," *The Journal of Business Research*, 57, 11 (November), 1265-1275.
- Murphy, William H. (1999), "Hofstede's National Culture as a Guide for Sales Practices Across Countries: The Case of a MNC's Sales Practices in Australia & New Zealand," *Australian Journal of Management*, Summer, 37-58.
- Murphy, William H., and Peter A. Dacin (1998), "Sales Contests: A Research Agenda," *Journal of Personal Selling & Sales Management*, 18 (Winter), 1-16.
- Murphy, William H. and Sidney Sin-Lai Tang (1998), "Continuous Likability Measurement: A Potent Technique for Developing Effective Television Advertising," *Marketing Research*, Summer.
- Murphy, William H. and Linda Gorchaels (1996), "How to Improve Product Management Effectiveness," *Industrial Marketing Management*, 25, 47-58.
- Murphy, William H. and Ravipreet S. Sohi (1995), "Toward a Greater Understanding of Salesperson Perceptions About Sales Contests," *European Journal of Marketing*, 29 (13), 42-66.

Murphy, William H. and Sidney Sin-Lai Tang (1993), "Executive Development Programs: Insights for Planners and Concerned Administrators," *Journal of Education for Business*, 68 (January/February), 1984-1989.

## Refereed Case Publication

Murphy, William H. (2014), "LEDALS Redistributor: Enacting Policies that Frustrate Salespeople and Customers," Case Study & Notes for Instructors; Ivey Publishing, Ivey Business School, London, Ontario; [a peer reviewed case study](#) (Case #9B14A052).

## Academic Conference Peer Reviewed Papers & Presentations

- 2022      Murphy, William & Ning Li (2022), "Factors Influencing a Supplier's Ability to Develop Innovative Solutions for Serving Key Accounts," *AMA Winter Academic Conference*, 10 - 20 Feb. Virtual presentation by W. Murphy.
- 2020      Murphy, W. H., and G. Wilson (2020), "A Dynamic Capabilities and Stakeholder Theory Explanation of How Hospitals Earning the Baldrige Quality in Health Care Award Have Superior Health Care Performance," *Administrative Sciences Association of Canada Conference*, virtual conference (covid-19 shutdown), June.
- 2019      Murphy, W.H., D. A. Farrag, & M. Hassan, (2019), "The Effects of Disruptive National Events on Category Attitudes: The Limits of Exceptional Customer Service on Outcomes," *American Marketing Association Summer Educator's Conference* (August); poster session.
- 2019      Gao, Ronnie (Chuang Rang) & William H. Murphy(20XX), "Transformational Leadership Effects on Salespeople's Attitudes, Striving, and Performance," *European Marketing Academy Conference*, 48th Annual Conference, Hamburg, Germany (May).
- 2018      Ning Li and William H. Murphy (2018), "The Effects of Joint Ventures and Culture Diversity in Alliance Portfolios on Sales Performance and the Moderating Effects of Firm Multinational Experience," *Academy of International Business Annual Conference*, Minneapolis, Minnesota, USA (June).
- 2018      Gölgeci, Ismail, William H. Murphy, David A. Johnston, (2018), "Cultural Influences on Power-Based Behaviors in Global Supply Chain Relationships: National Versus Organizational Values, 2018 *Academy of Marketing Science Annual Conference*, New Orleans, Louisiana (May).
- 2017      Gölgeci, Ismail, William H. Murphy, David A. Johnston (2017), "Cultural influences on power-based behaviors in global supply chain relationships: A multi-level theorization," 43rd *European International Business Academy Conference*; Milan, Italy (December).

- 2017 Gölgeci, Ismail, William H. Murphy, David A. Johnston (2017), “A Fresh Look at Familiar Constructs: Power-based Behaviors and Relational Satisfaction,” *Winter American Marketing Association Conference*, Orlando, FL (February).
- 2016 Murphy, William H. (2016), “University Students’ Attitudes toward the Sales Profession: A Qualitative Study,” *2016 International Academic Business Conference*. Orlando, Florida (January).
- 2015 Pillipow, Ken, and William Murphy (2015), “SME's Offshoring Processes: Opportunities for Business Advantage,” *31<sup>ST</sup> International Business Research Conference*, Toronto, Ontario (July).
- 2015 Li, Ning, and William H. Murphy, “Religion, Cultural Distance, and Academic Performance of Marketing Students: Policy Implications for US Education Internationalization and National Competitiveness Improvement,” *37<sup>th</sup> ISMS Marketing Science Conference*, Baltimore, MD (June).
- 2015 Youngson, Ceradwyn, and William H. Murphy, “A Qualitative Study of the Factors Associated with Westerners Developing Successful Business Relationships in China: A Perspective from Canadian Expatriates,” *Administrative Sciences Association of Canada Conference*, Halifax, Nova Scotia (June).
- 2015 Murphy, William H., “Learning Journals for International Study Tours: from Agnostic to True Believer,” In Proceedings *International Academy of Business Disciplines Conference*, Orlando, FL (March).
- 2014 Murphy, William H., and Ning Li, “A Key Account Management Research Agenda for China,” *Academy of International Business 2014 Global Marketing Conference* at Singapore (July).
- 2013 Murphy, William H., and Ning Li, “Dancing with Wolves or with Elephants: Key Account Management Insights from a Chinese Supplier and its Western Customers,” In Proceedings, *George Mason University “Competing in China” Conference* (April).
- 2013 Li, Ning, and William H. Murphy, “Consumers’ Alliance Encounter Satisfaction, Satisfaction Attributions, and Behavioral Intentions toward Each Alliance Partner Firm,” *Winter American Marketing Association Educator’s Conference*, Las Vegas, NV, USA (Feb).
- 2012 Murphy, William H. and Ning Li, “A Three Country Study of Unethical Sales Behaviors,” *Academy of International Business Global Marketing Conference* at Washington, D.C., USA (July).
- 2012 Murphy, William H. “Effects of Toy Recalls on Consumer Information Search Behaviour, Attitude and Intentions,” *Winter American Marketing Association Educator’s Conference* (Feb), St Petersburg, FL, USA (Feb).
- 2011 Murphy, William H., “A Study of the Challenges Facing a Chinese Supplier to Global Customers,” In Proceedings for the *2011 Annual Conference of China Marketing Science*, Guangzhou, China (Aug).

- 2011 Li, Ning, and William H. Murphy, "A Cross-Cultural Study of Unethical Sales Behaviors," In Proceedings, *Summer American Marketing Association Educator's Conference* (Aug).
- 2010 Murphy, William H., "The Effect of Corporate Response Strategies During Recalls: Does Being Proactive Matter? A Study of Corporate Actions During Toy Recalls on Consumer Information Search Behaviour, Attitude and Intentions, *Rupert's Land Symposium*, Saskatoon, SK (May).
- 2010 Murphy, William H. and Ning Li, "Cross-cultural Examination of Antecedents of Sales Manager Effectiveness: A Study of Salespeople in Six Countries," *Winter American Marketing Association Educator's Conference*, New Orleans, USA (Feb).
- 2006 Murphy, William H. and Denis Leonard, "TQM and Marketing as Natural Bedfellows: Do Senior Executives See the Connection?," *European Marketing Academy Conference*, 31st Annual Conference, Milan, Italy (May).
- 2003 Murphy, William H., "China and the New Face of Distribution: A Dynamic Uncertain Future Facing Chinese Executives," *European Marketing Academy Conference*, 29<sup>th</sup> Annual Conference; Glasgow, Scotland (May).
- 2000 Leadership Skills workshop; Presented to leadership team of Dalsin & Son, Inc., Las Vegas, Nevada (April).
- 1999 University of Chicago Executive Education Center; Presenter and Discussant on Marketing with a Quality Focus; Chicago, Illinois (Jan).

## Invited Presentations & Seminars

- 2018 **April.** Associated Engineering, Edmonton Office. Customer Centricity Workshops; two half-day programs speaking with AE team members.

*The sessions were wonderful!*

*Thank you,*

Sara Debaji, B.Comm; Human Resources Coordinator

*Good to hear it went well. I know the customer centric perspective would have been something new for many in the audience - which underscores the importance of these sessions.*

*Thanks for two great sessions!*

Garry Drachenberg, Vice President, Water Solutions,

- 2018 **April.** Associated Engineering, Saskatoon Office. Customer Centricity Workshop; half-day program speaking to 20 AE team members, including their YPs (Young Professionals), leading him to request this additional workshop.



Following the workshop, Don sent: Marketing and Business Development Director for both offices, sent the following:

*Thanks so much Will. We appreciate your enthusiasm and passion - your presentation is engaging and has been well received by all whom have attended.*

Don George, P.Eng  
Marketing and Business Development Director

2018 **March. Associated Engineering, Saskatoon Office.** Customer Centricity Workshop; half-day program speaking to 25 AE engineers and staff. Following the successful workshop in Vancouver (November, 2017), I received calls from AE regional offices for conducting similar workshops, beginning with the Saskatoon office and continuing with Regina and Edmonton Offices.

2018 **March. Associated Engineering, Regina Office.** Customer Centricity Workshop; half-day program speaking to 15 AE engineers and staff.

2017 **November. Saskatchewan Teachers Federation *Organizational Day: Growing as One STF*;** Member Centricity workshop; half-day to 125 members of the Saskatchewan Teachers' Federation at Prairieland Park. Shortly after, I received a note from Ashley Drozda (Executive Education Edwards School of Business) and Tracy Young-McLean, Managing Director at STF).

*I spoke to Tracy and she felt that the day went really well. She hasn't heard any negative feedback. For the organization, the day went well, and you came for the afternoon and "fit like a glove". Everyone seemed to be really engaged. People have come to her and said they enjoyed it. (this is positive, considering they are a quiet group). In our eyes, this is a successful in-house session. Thank you for helping us deliver it to STF! Looking forward to working with you again soon. (Ashley)*

*We certainly enjoyed having you work with our group! We do not do a formal evaluation, but the comments regarding the day, and your portion of the day, have been very positive! (Tracy)*

2017 **November. Associated Engineering.** Customer Centricity Workshop; half-day program speaking to 90 AE engineers and senior staff. In the month prior to the phone call I met with AE leadership, visited the company website, and customized a program specific to their needs. I then flew to Vancouver, where their group was gathered for a two day meeting. Following the first day, I continued to adapt my teaching materials for the workshop I would be running on Saturday. The workshop was delivered to enthusiastic response. Shortly after, Garry Drachenberg, Vice President, sent me the following note:

*Hello Will, Thanks so much for such a thought provoking and truly relevant workshop that hit the touch points I was hoping for and so much more. Your heartfelt, sincere and intentioned effort to "genuinely help us" was evident in spades. It truly helped. Thanks for making a difference and a very impactful contribution.*

Garry Drachenberg, Vice President

- 2017 **June, July. USASK;** Working with ICT leadership at the University of Saskatchewan, I customized a program on customer centricity that incorporated ideas from Disney and Vanderbilt Customer Service workshops (one of the ICT leaders had attended workshops from these providers, leading to the request to incorporate some of the concepts from these programs). Collectively, six programs were delivered to ICT, with each attended by about 35 members of the ICT team. These programs are intended to advance ICT's aspirations of becoming more customer focused, enabling them to bring high levels of satisfaction to the clients they serve.
- Following the ICT programs I received positive feedback – it seems that participants found good value through the sessions.
- 2017 **April. CPBI** (Canadian Pension & Benefits Institute), Saskatchewan 2017 Regional Conference, TCU Place; Presented to group of approximately 150 delegates (public and private sector pension and benefit plan sponsors, trustees, and administrators, insurance providers, wealth managers, brokers, consultants and other industry professionals). Session was titled *Customer-Centricity is the Path to Greatness* (April).
- 2016 **November. Saskatchewan Mutual Insurance;** two half-day programs, each with approximately 30 personnel, focused on building a more Customer-Centric business. Instructor Rating overall, 4.89/5.00.
- 2016 **February. USASK;** Half day with College of Kinesiology Recreation Services. The session was spent with the Director, Coordinators, Assistants, Student Staff (approximately 20 people in total).
- 2015 **November. USASK;** Half day with the Vice-President Finance and Resources (Greg Fowler) his leadership team (Cheryl Carver – Human Resources; Colin Tennent- Facilities Management; Shari Baraniuk – IT; Quintin Zook – Consumer Services; Judy Yungwirth – Corporate Administration; Jeffrey Dumba – Financial Services) and their leadership teams (approximately 40 people in total). We talked about institutional priorities, of which transitioning to a customer-centered culture is an important theme.
- 2015 **September. W3 Conference.** 45 minute talk at a breakfast meeting with ~80 attendees at the W3 Conference (comprised of Western University Financial Officers, Western Universities Supply Management Association, Western Association of Resource Planners). This was coordinated by Patrusia Rudy, Admin. Assistant to the Associate Vice President, Financial Services.
- 2015 **April. USASK Human Resources Staff Retreat.** A presentation and interactive session with ~35 staff focused on regaining a customer focus and identifying opportunities to improve.
- 2014 **June. RAWLCO.** A key note presentation with ~125 RAWLCO salespeople, managers, and senior managers, Saskatoon, SK
- 2014 **April. RAWLCO.** A presentation to 25 RAWLCO senior managers, Saskatoon, SK.

- 2013 **February. USASK; College of Engineering** seminar on Customer Centricity to staff members, approximately 25 attendees; University of Saskatchewan, Saskatoon, SK.
- 2012 **January. Canadian International Council** invited presentation to executives – Insights on Doing Business in China, Saskatoon Club, Saskatoon, SK.
- 2011 **June. USASK Human Resources & Media Access and Production (eMAP) Personnel** – Developing a Customer Focus to ~30 professionals, eMap Studio, University of Saskatchewan, Saskatoon, SK.
- 2011 **April. USASK Media Access and Production (eMAP) Personnel** – Developing a Customer Focus to ~35 professionals, eMap Studio, University of Saskatchewan, Saskatoon, SK.
- 2011 **March. USASK Edwards School of Business Friday Seminar Series** – Customer Centricity presentation to 17 professionals, K. W. Nasser Centre, Saskatoon, SK.
- 2010 **December. SIGA Management Symposium**, presentation to 45+ managers, Delta Bessborough Hotel, Saskatoon, SK.
- 2010 **October. Midtown Plaza Annual Tenant Meeting; *Doing Good Work Always Matters!*** (making your business will thrive this Christmas season), 170 retail managers/owners.
- 2010 **April. Horizon Laser Vision Center AGM, *Customer Centricity*** to 80+ shareholders, Delta Bessborough Hotel, Saskatoon, SK.
- 2009 **May. USASK The Effective Executive; *Customer-Centricity: An Essential Driver of Success.*** Retreat held in Prince Albert National Park, SK.
- 2008 **October. USASK Edwards School of Business MBA Alumni Reception; *Customer-Centricity: An Essential Driver of Business Success,*** Faculty Club.

## Book

- Murphy, William H. (2010), *Doing Good Work Matters!*, Tate Publishing, LLC, Mustang, Oklahoma.
- Murphy, William H. (2010), Teaching Materials for *Doing Good Work Matters!*, accessed at [www.williamhmurphy.com](http://www.williamhmurphy.com).

## Case Study Developed for International Business Classes

- Murphy, William H. (2016), “Handling the Unexpected While Striving for a Total Quality Supply Chain: An SME in Action” This case has been successfully used with an MBA class in IB. It is a multi-part case bringing to light issues in strategy, marketing, international supply chains (Chinese suppliers, transport companies, 3<sup>rd</sup> party QA firms, insurance carrier), and recovery activities following product failure. I also used it to introduce

systems thinking related to operational excellence. It was developed from site visits to an SME; transcripts, extensive notes and company-provided documents, as well as pics/images evolved into a five-part case.

## Nonrefereed Publications

- Leonard, Denis & William H. Murphy (2009), "Examining Leadership: Turning Quality's Eyes Upward," *Quality Digest Daily*, August 4; <http://www.qualitydigest.com/inside/quality-insider-article/turning-quality-s-eyes-upward.html>
- Leonard, Denis & William H. Murphy (2009), "A Wake-Up Call: If Ensuring Customer Satisfaction Is Your Goal, You'd Better Be Focusing On Employee Satisfaction," ASQ's *Quality Management Forum*, 35, 2 (Summer), 12 - 14.
- Leonard, Denis and William H. Murphy (2009), "Soapbox: Quality + Strategy = Survival," *Quality World*, May, 10.
- Leonard, Denis and William H. Murphy (2009), "Opinion: Same Emperors, Still No Clothes," *Quality Digest: Inside Quality Insider*; June 16, <http://www.qualitydigest.com/inside/quality-insider-column/opinion-same-emperors-still-noclothes.html>.
- Murphy, William H. and Denis Leonard (2007), "TQM - Total Quality Marketing?," *Quality World*, November, 28 – 32.
- O'Connor, Jr., Thomas W., and William H. Murphy, (2002), "Career Planning in Pharmacy," a guide for Career Services Professionals in Pharmacy provided online to all Pharmacy Schools in U.S.A., *PharmacyOneSource Press*.
- Murphy, William H. (2001), "A Pharmacy Director's Nightmare – Understaffed, With Too Few Applicants, and No Clear Solution," a case study for Human Resources teaching provided online to all Pharmacy Schools in U.S.A., *PharmacyOneSource Press*.
- Murphy, William H. (2001), "An Exercise in Searching For and Choosing a Pharmacy Job That is Right for You," a classroom exercise for Human Resources teaching provided online to all Pharmacy Schools in U.S.A., *PharmacyOneSource Press*.
- Murphy, William H. (2000), "Giordana Holdings Ltd: Dealing with Challenges in Recruiting and Retaining Skilled Salespeople ," Adapted from case prepared by Swee Hoon Ang, National University of Singapore for use at CEIBS Sales Management Programs, Shanghai, P.R.C..
- Murphy, William H. (1998), "Building Strong Customer Relationships Through Partnership Selling," *Babson Entrepreneurial Review*, Spring/Summer, 3 – 4, 12.

## Online Work

- Murphy, William H. (2007 – Present), [www.williamhmurphy.com](http://www.williamhmurphy.com) launched and maintained, with resources added regularly for marketing students and marketing professionals.

## Editorial Reviewing

1998 - 2017                      *Journal of Personal Selling & Sales Management*

1997 - Present                      *Industrial Marketing Management*

## Professional Affiliations

2015 – 2018                      Administrative Sciences Association of Canada

2010 – 2019                      Academy of International Business

2001 - 2008, 2019                      European Marketing Academy

1995 – Present                      American Marketing Association

## Professional Service

2019- Present                      Member of Board of Directors for Prairie Diagnostic Services; member of sub-committee for Strategic Direction of PDS. No remuneration.

1998-2020                      CEIBS Executive Programs in Sales Management and Key Account Management; Jiaotong University, Mingang, Shanghai, P.R.C. (discontinued due to COVID-19).

2015                      Interviewed by Scott Larson, *The Star Phoenix* Reporter; “Hundreds Impacted by Closure,” Target Store exit and effects on Saskatoon. Article appeared 1/16, 2015.

2015                      Interviewed by Madeline Kotzer, CBC News; “Saskatoon Marketing Expert says Target Overshot Canada,” Story appeared 1/16, 2015.

2015                      Session Chair, “Foreign Direct Investment, Growth and Governance,” ASAC, Halifax, Nova Scotia (June).

2015                      Provided Lunch and Learn talk at *The Edwards Inaugural Alumni Jubilee* note of appreciation included: “They were ... enthralled with going back to the classroom with Dr. Murphy and learning how students are taught in 2015” (June).

2013                      Session Chair, “Ins and Outs, Supply Chain and Exports,” *Annual Meeting of the Academy of International Business*, Istanbul, Turkey (July).

- 2013 Interviewed by Jonathan Charlton, *The Star Phoenix* Reporter. Topic was the pending arrival of Target stores in Saskatoon and impact on economy. Article posted on 27 June, “Strong anchors for Malls.”
- 2012 Session Chair, *Winter American Marketing Association Educator’s Conference* (Feb).
- 2010 650 CKOM/980 CJME Radio Interview on “John Gormley Live” with John Gormley, Saskatoon, SK,  
[http://www.williamhmurphy.com/book\\_interviews.html](http://www.williamhmurphy.com/book_interviews.html)
- 2010 CTV Interview on “News at Noon” with Jeff Rogstad, Saskatoon, SK,  
[http://www.williamhmurphy.com/book\\_interviews.html](http://www.williamhmurphy.com/book_interviews.html)
- 2010 CBC Radio Interview on “Blue Sky” with Garth Matteri, Saskatoon, SK,  
[http://www.williamhmurphy.com/book\\_interviews.html](http://www.williamhmurphy.com/book_interviews.html)
- 2009 Session Leader for The Effective Executive. Customer-Centricity: An Essential Driver of Success. Retreat held in Prince Albert National Park (May).
- 2009 Mentor for I3 Challenge Team. Met numerous times to help team develop business plan for uses of flax (fabric, etc.) (Spring)
- 2007; 2008 Session Leader for Meet the Editors of Non-AMA Journals – Tips on Getting Published
- 2006; 2007 University of Wisconsin-Madison Executive Education: *Doing Business in Greater China*
- 2002; 2007 University of Wisconsin-Madison Executive Education: *Marketing Concepts for Non-Marketing Executives*
- 2000 – University of Wisconsin-Madison Executive Education: *Marketing Communications: A Focus on Brand Building on the Web*  
2007
- 2003 University of Wisconsin-Madison Executive Education: *Pricing Frameworks and Applications*
- 2003 University of Wisconsin-Madison Executive Education: Custom Program in Brand Building on the Web for TSI
- 2003 Mentor/Faculty Advisor for Thesis preparation by Honors student, George Meredith. Thesis: “The Process for Sales Territory Realignment”
- 2001 Mentor to university colleague pursuing a Post-Graduate Certificate in Teaching & Learning in Higher Education from the Institute of Educational Technology, School of Education, The Open University

2001; 2002 University of Wisconsin-Madison Executive Education: Sales Management Basics; Business-to-Business e-Marketing

## **University Service Activities**

### **(1) Course Design: Digital Marketing**

2022 Worked autonomously in developing DM course from scratch. Extensive work in developing course included contacting universities to ascertain their digital marketing coursework, contacting providers of DM content, reviewing materials, contacting DM companies in Saskatoon for input on optimizing DM course content, writing syllabi for two DM courses, presenting to Edwards leadership and winning support, identifying instructor, gaining authorization for the DM courses to be recognized as professional DM training and to receive co-branded certification (Edwards & DM provider) for students successfully completing both courses. First course launched T1 (Fall) 2022, with 50 students. Second course scheduled for T2 (Winter) 2023. Collectively, world-class DM courses now part of Marketing offerings.

### **(2) MSc Marketing Thesis Supervisor**

2022- 2023 Addie Gonzalez, Claudia. MSc Thesis Supervisor. Proposal approved T1 2022, with data collection December 2022. Target completion date August 2023.

2020- 2021 Jill Wolkowski; thesis topic, "*Exploring the Strategies of Professional Sports Teams in Times of Crisis*" Completed August 2021.

### **(3) Honours Project Mentor**

2020 - 2021 Honour Student Project; Onaolaoluwa Olukayode, working topic sales management, withdrew during pandemic.

2017 - 2018 Honour Student Project; Austin Friesen, "A Model of Determinants and Outcomes of Salesperson Resiliency," Completed May, 2018.

2014 - 2015 Honour Student Project; Kenneth Phillipow, "Saskatchewan SME's offshoring processes: Opportunities for Business Advantage," Completed May, 2015

2011 - 2012 Honour Student Project; Ceradwyn Youngson, "Developing and Maintaining Successful Business Relationships in China: Attributes Which Canadian Expatriate Executives Identify as Drivers to Success in the Chinese Business Environment," Completed May, 2012.

2010 - 2011 Honour Student Project; Kelsey Gehlert, "A Qualitative Analysis of Students' Perceptions of Sales as a Career" Completed May, 2011.

2009 - 2010 Honour Student Project; Haydee Iglesias, "Implications of Toy Recalls for Consumer Behaviour, Trust and Loyalty" Completed May, 2010.

#### **(4) Faculty Advisor International Study Tour (MBA)**

- 2012 Faculty member responsible for working with Hanlon Centre Director to plan and coordinate China trip. Roles included assistance in selecting site visits for Beijing and Shanghai, determining assessments for students, participating in pre-trip classes, conducting *Doing Business in China* seminar, evaluating post trip projects.
- 2011 Worked closely with the Hanlon Centre Director, having numerous discussions related to ways to make the experience consistent with the well-received China MBA trip of 2010. Included in our discussions were the best ways to plan the flow of the trip, i.e., balancing travel days, company visits, sightseeing activities, etc. Met with MBA students on several occasions preceding the trip, including conducting *Doing Business in China* seminar.
- 2010 Faculty member responsible for planning and coordinating entire China trip. Roles included selecting site visits for Beijing and Shanghai, selecting Chinese travel agency and coordinating all lodging and in-country travel requirements, determining assessments for students, overseeing pre-trip classes, conducting *Doing Business in China* seminar, evaluating post trip projects.

#### **(5) Hanlon Centre for International Business**

- 2014 - 2016 **Interim Academic Director.** Developed and provided ongoing support for the Global Business & Advanced Global Business streams. Within two years of launching this initiative, GBS/AGBS had over 70 students pursuing certification.
- Provide input for various activities of the Hanlon Centre, including surveys, determining speakers, developing promotional materials to support the centre, advising on website presence for the Centre, etc.
- Established relationship with CANCHAM Shanghai; engaged CANCHAM in our MBA international trip.
- 2009 - 2014 **Hanlon Scholar.**



## **(6) Departmental, College and University Committees:**

College Review Committee (2013 – 2016; 2018 - present)

College Sabbatical Leave Committee (2019)

Undergraduate Curriculum Committee (2016 – 2018)

College Curriculum Committee (2016 – 2017)

Teaching and Student Learning Engagement Committee (2010 – 2012)

Honours (2009 – 2012)

Recruitment (2009 – 2010)

## **(7) Additional Service:**

- 2020           Invited talk for College of Graduate and Postdoctoral Studies GPS 989: Philosophy and Practice of University Teaching. Title: *Creating Enthusiasm for Learning*. (March).
- 2019           Invited talk for two sections of College of Graduate and Postdoctoral Studies GPS 989: Philosophy and Practice of University Teaching. Title: *Creating Enthusiasm for Learning*. (March). Following talk, the course professor wrote: *I'm so grateful for you to come in and speak to our students in 989. Your presentation was a great way to wrap up our time together, and the students really enjoyed all that you had to share. If I'm fortunate enough to teach the course next year, I hope you'll consider coming in again!*  
I have accepted the invitation for Spring 2020.
- 2014           Joined HKCBA's Canadian Delegation to Hong Kong for the Hong Kong Forum (December 2 – 4). Attended the joint CanCham – HKCBA Conference, developing broad network for ESB. Upon return, talked with our MBA international study tour team about including Hong Kong in the 2015 trip.
- 2009 - 2011   Updated Marketing Department Website to make it more customer-centric.

## **Education**

Ph.D., Marketing  
University of Wisconsin-  
Madison

M.S. Marketing  
University of Wisconsin-  
Madison

B.B.A.  
University of Wisconsin-  
Whitewater